PSD BUSINESS PLAN 2012/13

The business plan for 2012/13 has been built around the main areas of business for the department, either in respect of function or stand alone pieces of activity e.g. Olympics.

The plan sets out the high level aspirations of the Professional Standards Department, together with lower level aims necessary to achieve the high level aspirations.

Each area of business within PSD has ownership for distinct tasks / actions directly correlated to the lower level aims, which will be used to drive performance and form the backbone of PDR objectives for the whole department.

In addition to the functional objectives there are three qualitative threads that will run through all of these.

- Diversity
- Value for Money
- Quality of Service

Each core area of business has been assessed by senior managers within the department, to ensure they are effective, deliverable and meet our three qualitative threads.

Management Information and Key Performance Indicators have been identified and will also run through areas of the business plan, in order to positively measure the department's performance.

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Complaints Processing – Complaints Processing Manager

To improve the service we deliver and our performance in relation to receipt, recording, assessment and tracking of complaints and misconduct matters.

To provide greater trust and confidence in PSD through improved service delivery

To maintain an accurate, reliable and up to date complaint records system

This will be achieved by:-

- Recording complaints allegations of misconduct within the required timescales specified within the IPCC Statutory Guidance which correlate to the departmental Key Performance Indicators.
- Adopting an objective, impartial and rationalised approach when carrying out assessments of allegations received against British Transport Police.
- Increase accessibility and the availability of accurate advice with regards to the complaint handing processes.
- Ensuring that employees subject of complaint are provided with informative and timely updates in accordance with the IPCC Statutory Guidance and the Departmental KPIs.
- Supplying further training to the Administration Support Team to increase awareness of the departmental responsibilities and goals.
- Evaluating current processes/procedures, identifying learning and best practice and providing feedback to the Administration Support Team in order to improve the quality of the service delivered.
- Adopting a regular and thorough Centurion audit regime.
- Undertaking a regular case monitoring system of live cases.
- Adopting a robust internal escalation process for cases which exceed the relevant timescales.

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Investigation – DCI Investigations and Intelligence

To improve our investigative response to deliver fair and impartial investigation and build greater trust and confidence

This will be achieved by:-

- Assessing each investigation for proportionality, to efficiently investigate each complaint/allegation
- Completing each investigation expeditiously taking into account proportionality
- Continuing to improve the transparency of investigations, including providing informative updating during and where appropriate after investigations have been completed
- Re-introducing Local Resolution as an option for disposal where appropriate
- Assessing staff training requirements to ensure that PSD holds the necessary skills to effectively investigate all public complaints/misconduct allegations
- Providing an effective response capability to incidents of Death and Serious Injury (including article 2 deaths, firearms, custody and others)

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Intelligence - DCI Smith

To improve the quality and quantity of PSD intelligence to enable better risk based intelligence led policing options to be considered

To develop our management of BTP information to enable PSD to better manage threat, risk and impact to the organisation

This will be achieved by:-

- Actively publicising the Confidential Anonymous Recording System
- Ensuring PSD Area Champions disseminate Area information to PSD
- Proactively engaging with Officers/Staff to develop and enhance intelligence products
- Advancing discussions with SOCA to obtain access to the ELMER database used to store information on Suspicious Activity Reports (SARS)
- Utilising the subject intervention matrix for all officers/staff that pose a risk to organisation
- Encouraging Areas to proactively monitor and develop officers within the subject intervention matrix parameters.

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Counter-Corruption – DSU Lawson

To protect the British Transport Police from corruption

We will achieve this by:-

- Conducting a Force wide corruption threat assessment based on the National SOCA Threat Assessment Model, to ascertain BTP's exposure to corruption
- Remodelling the Counter Corruption Command to prevent and/or combat corruption within the Force, utilising the Enforcement, Prevention, Intelligence and Communications approach
- Risk Assessing the identified threats and robust managing potential corruption indicators such as inappropriate relationships, gifts and hospitality, secondary business interests and information disclosure
- Publicising the duty to report corrupt approaches and effectively managing any risks posed to the organisation
- Developing knowledge and expertise in Intelligence Led Integrity Testing

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Organisational Culture – DSU Lawson

To champion a change in organisational culture by promoting and embracing Standards of Professional Behaviour as a driver for good behaviour

This will be achieved by:-

Promoting Professional Standards of Behaviour as a driver for good behaviour
Adopting all recommendations identified in the HMIC corruption report 'Without fear or favour'.
Promoting the need for senior managers to have robust corporate governance systems in place

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Organisational Learning – DCI Operational Support

To promote good practice and organisation learning within the Police Service

This will be achieved by:-

- Encouraging Force Areas to communicate good examples of professional standards of behaviour and working practices for dissemination by PSD.

- Improving the method of obtaining feedback from members of the public that feel dissatisfied with the service they received.

- Ensuring that organisational learning is disseminated to the correct personnel and when relevant disseminated nationally through regional working groups.

- Attending discussion groups/meetings to identify organisational learning proactively (custody meetings, public order debriefings, etc).

- Reviewing and disseminating relevant organisational learning from other forces.

- Auditing how effective publishing procedures currently are and capturing positive changes made in response of lessons learned for re-dissemination.

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Civil Claims – DCI Operational Support

To promote good practice and reduce the level of civil claims made against the Police Service

This will be achieved by:-

- The Civil Claims Manager working closely with the Organisational Learning Manager to disseminate identified good practices and lessons learned.

- Engaging with Area personnel based at higher risk locations, explaining how civil claims can be prevented, reduced or procedures improved to enable the service to reduce the risk of losing cases.

- Engagement with the Force Solicitor, to capture good practice and organisational learning.

- Providing bespoke feedback to individuals sited in civil proceedings, to promote development and reduce the risk of future claims.

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Olympics – Investigating Officer

To effectively deal with public complaints and misconduct allegations reported throughout the Olympic Games to assist in delivering a safe and secure Olympics while protecting the reputation of the Force / Service

This will be achieved by:-

- Developing PSD procedures to deal with all mutual aid complaints in accordance with agreed national protocols.
- Liaising with all mutual aid police organisations to ensure appropriate vetting enquiries have been carried out prior to the approval of mutual aid officers.
- Working closely with the Olympic Project Team to ensure appropriate PSD advice and guidance is given to mutual aid officers.
- Ensuring PSD has the required resilience to deal with serious incidents or an increase in public complaints and/or misconduct.

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Employee Relations/Policy – DCI Operational Support

To update and improve BTP Policy related to the discipline or performance of staff

This will be achieved by:-

- Reviewing all existing PSD Policy and creating a manual of guidance document in support of key aims.

- Identifying specific operational PSD risk, updating the risk register and managing associated actions intended to minimise the risk.

- Engaging with new and existing working groups tasked with creating policy affecting PSD, so that the product meets the needs of the department.

- Developing and researching knowledge products in respect of PSD working practices and where necessary establishing working groups of interested personnel, in order to direct changes to ineffective or out of date Force Policy.

- Ensuring that relevant staff associations and support groups are included in discussions when considering new policy or when making amendments to existing policy

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Information Security – DCI Operational Support

To protect the organisation from internal and external security risks

This will be achieved by:-

- Conducting surveys of new BTP premises or Police Assured Secured Facilities to ensure compliance with existing security criteria and where possible advise on improvements to reduce any security risks.
- Assisting with existing/new force projects, to ensure that all security risks are considered and effectively managed.
- Reviewing electronic messages referred by the Information Technology department, for compliance with Force Policy.
- Auditing the use of internet sites for inappropriateness.
- Auditing the material stored of Force hard drives for inappropriateness.
- Reviewing all security incident referrals and providing advice on a proportionate course of action.

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Vetting – DCI Operational Support

To improve the quality and timeliness of the vetting process

This will be achieved by:-

- Prioritising applicants, in accordance with organisational requirements.
- Conducting vetting enquiries in a timely manner, to meet Departmental KPIs.
- Reviewing current vetting procedures to ensure all decision making is made in accordance with the National Decision-making Model and current Counter Corruption Threat Assessment.
- Researching IT solutions to store vetting information and produce accurate statistical information.
- Reviewing the current training provided to HRBC and recruitment to ensure that application form content is complete, accurate and referred to the vetting unit in a timely manner.

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Determinations and misconduct proceedings – DCI Operational Support

To improve the processes and timeliness of post investigation procedures

To improve understanding and importance of the Professional Standards of Behaviour

This will be achieved by:-

- Completing all adjudications in a timely manner to meet Departmental KPIs.
- Considering Unsatisfactory Performance as a finalisation method for public complaints and internal misconduct investigations.
- Reviewing completed investigations resulting in misconduct proceedings to identify organisational learning and best practice.
- Encouraging more senior officers to assist in misconduct proceedings.
- Developing and delivering student and leadership PSD training inputs aligned to imbedding BTP values and standards.

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Building Resilience – DCI Operational Support

To provide resilience to the functions of the Professional Standards Department

This will be achieved by:-

- Each role specific member of PSD, documenting all working practices, including contacts, meetings, responsibilities, existing workloads.
- Each member of PSD staff utilising Microsoft outlook calendars, for use in ascertaining commitments.
- Evaluating the current business continuity plan for PSD.
- Evaluating the PSD structure to identify key meetings necessary for the operational efficiency.
- Evaluating key functions within PSD and providing adequate training and support to identified staff able to provide resilience when necessary.

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